



# King County

## Strategic Advisory Council

April 2, 2010 - Meeting Minutes - **DRAFT**

### Attendance:

SAC Members	Organization	Present
Dow Constantine	King County Executive	X
David Martinez	King County Chief Information Officer	X
Lloyd Hara	King County Assessor	X
Larry Gossett	King County Council	X
Kathy Lambert	King County Council	X
Bruce Hilyer	King County Superior Court, Presiding Judge	X
Barbara Linde	King County District Court, Presiding Judge	X
Dan Satterberg	King County Prosecuting Attorney	ALT: Leesa Manion
Susan Rahr	King County Sheriff	ALT: Robin Fenton
Sherril Huff	King County Elections, Director	X
Joel Chaplin	Virtuoso	-
Scott Boggs	Seattle University	-
Stuart McKee	Microsoft Corporation	X
Greg Dietzel	IBM – Vice President, Client Unit Director, Senior State Exec.	X
Hugh Taylor	Northrop Grumman Corporation – Corporate CIO and Sector VP	ALT: Tarik Reyes
Ron Johnson	University of Washington	X
Carolyn Purcell	Cisco Sys., Internet Business Solutions Group, Public Sector	ALT: Loretta Brown
Tony Tortorice	Washington State – Director of Information Services	-
Michel Danon	Sound Transit – CIO	ALT: Jason Weiss
Presenters	Organization	Present
John Wilson	King County Assessor's Office	X
Teresa Bailey	King County Department of Judicial Administration	X
Jim Keller	King County Office of Information Resource Management	X
David Ryan	King County Prosecuting Attorney's Office	X
Kelly Furner	King County Sheriff's Office	X
Other Attendees	Organization	Present
Ken Gary	CISCO	X
Jim Schroeder	IBM	X
Michael Alvine	King County Council	X
Larry Evans	King County Council	X
Neil Strege	King County Council	X
Caroline Whalen	King County Department of Executive Services	X
Peggy Bednared	King County District Court	X
Laird Hail	King County Elections	X
Rhonda Berry	King County Executive's Office	X
Gail Stone	King County Executive's Office	X
Lisa Hillman	King County Public Health	X
Trever Esko	King County Office of Information Resource Management	X
Ashley Hillman	King County Office of Information Resource Management	X
Zlata Kauzlaric	King County Office of Information Resource Management	X
Roger Kirouac	King County Office of Information Resource Management	X
Maureen Weisser	King County Office of Information Resource Management	X
Shelley De Wys	King County Office of Management and Budget	X
Lea Ennis	King County Superior Court	X
Paul Sherfey	King County Superior Court	X
Steve Finney	Microsoft	X
Mark Stone	Microsoft	X

## **Introduction**

King County Executive Dow Constantine welcomed the Strategic Advisory Council (SAC) members and other meeting attendees. Executive Constantine spoke about the importance of the SAC in the county's Information Technology (IT) Governance. The SAC directly contributes to a culture of continuous improvement and supports the county's overall goal to make government more user-friendly, transparent and effective.

Executive Constantine introduced a new SAC member from King County: Lloyd Hara, King County Assessor. Executive Constantine welcomed the attendees who were designated by SAC members to attend this meeting: Leesa Manion, attending for Prosecuting Attorney Dan Satterberg; Robin Fenton, attending for Sheriff Sue Rahr; Loretta Brown, attending for Carolyn Purcell; Tarik Reyes, attending for Hugh Taylor; and Jason Weiss, attending for Michel Danon.

Executive Constantine moved into the meeting agenda and the approval of the September 11, 2009 SAC meeting minutes.

**Minutes Approval:** The September 11, 2009 SAC meeting minutes were approved unanimously by those present.

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## **Discussion Topics**

### **1. Strategic Technology Plan 2009-2012: 2009 Scorecard**

Executive Constantine introduced the first agenda topic: the 2009 Scorecard. The scorecard aligns with the Strategic Technology Plan for the period 2009 – 2012, which focuses on the short- and long-term directions for the county. Members received the materials for this topic in advance of the meeting, including four scorecard levels containing additional details. These scorecards were also included in the meeting materials, along with the highest-level scorecard with a roll-up and compilation of each strategy. Members also received a description of the scorecard methodology in the meeting materials.

Executive Constantine turned the meeting over to King County Chief Information Officer David Martinez to discuss the 2009 scorecard. David provided a brief overview of the scorecard. The scorecard reports on the strategic progress of goals and objectives in the strategic plan. Progress of tactical initiatives designed to meet the goals and objectives identified in the strategic plan is provided in the annual technology report.

David introduced Jim Keller, IT Governance Director for the Office of Information Resource Management, to present the 2009 scorecard. Jim provided an overview of the scorecard layout and discussed the overall state and health of the county's Strategic Technology Plan.

The first column of the scorecard lists the four IT goals identified in the Strategic Technology Plan 2009-2012. The second column lists the related strategies for each goal. The third column

indicates the state of each strategy by calculating the percentage of completed outcomes that make up that strategy. The state is shown in two ways: percent of 2009 outcomes completed and overall percent of outcomes completed. The fourth column shows the overall health for each strategy as green, yellow, or red. The yellow and red colors indicate if there are issues with progress as planned. The fifth column describes the cause for yellow or red status.

All four strategic goals are green, illustrating that each goal has at least 75 percent of its 2009 objectives complete. Some of the outcomes have not progressed as planned in 2009 due to either partial funding or organizational capacity. Completion for these outcomes is scheduled for 2010.

Executive Constantine opened the floor for discussion.

- Greg Dietzel asked for clarification on the meaning of “organizational capacity” that was reported as an issue in achieving objectives as planned. Jim Keller reported that the term encompasses issues like unavailability of resources at the time when an outcome was due to be completed.
- David Martinez pointed out that plans are often adjusted. The scorecard is used as a management tool for the county’s technology. Plans need to be adjusted to address issues and mitigate impacts.
- Councilmember Larry Gossett expressed his appreciation for the new scorecard format; it is easy to understand and allows for better transparency. Councilmember Gossett discussed the need for a better explanation of the terms in the scorecard used to describe the issues.
- Stuart McKee suggested having a success story highlighted. David Martinez highlighted the Law, Safety, and Justice Integration (LSJ-I) project. With the support of Councilmember Lambert and Councilmember Gossett, this complex project was able to break boundaries across many state and federal law, safety, and justice agencies. Judge Hilyer briefly discussed the current status of the state’s court case management system efforts. Statewide, counties have been waiting a long time for a solution. At this time, some counties, including King County, are looking into finding their own solutions.
- Greg Dietzel agreed that the scorecard is a great step forward compared to previously reported scorecards. Greg also suggested showing a more complete story by adding changes in status and health from the previous reporting period.
- Assessor Hara asked about the method to determine the state and health for the scorecard. David Martinez described the collaborative effort between the county’s agencies and the Project Review Board (PRB). Projects report scope, schedule, and budget changes to the agency director and the PRB. The PRB tracks the state and health of each project on a monthly basis. This information is then formatted for the strategic scorecard.

The information is available internally on the county's intranet. Councilmember Lambert asked for the link to the PRB materials.

- Leesa Manion suggested that the level 4 scorecard should identify specific projects for each outcome to clearly identify how the outcomes get accomplished. Councilmember Lambert supported this suggestion. David Martinez concurred with the suggestion and will follow up to address it.
- Councilmember Lambert suggested providing information about time targets identifying how long a project initially planned to take versus the current planned duration.

The presentation and related materials for this agenda topic are available on the King County Internet at:

<http://www.kingcounty.gov/business/oirm/governance/strategicadvisorycouncil/meetings/2010-04-meeting.aspx>

## **2. Strategic Technology Plan 2009-2012: Updates for Endorsement**

Executive Constantine discussed expectations for this agenda topic. Four business issues with technology as a factor will be presented to SAC. Based on member advice and endorsement, the proposed strategies for resolving the presented issues would be included in the update to the county's strategic technology plan, due at the end of April.

The presentations and related materials for this agenda topic are available on the King County Internet at:

<http://www.kingcounty.gov/business/oirm/governance/strategicadvisorycouncil/meetings/2010-04-meeting.aspx>

### **2.1 Strategy for Assessor's CAMA/Property Tax Objectives**

Executive Constantine introduced the first business issue concerning technology in the King County Assessor's Office. The Assessor's Office handles the assessments of more than 660,000 residential and commercial parcels in King County, valued at \$3.4 billion in 2010. Technology plays an important role in supporting the Assessor's business processes.

Executive Constantine turned the meeting over to King County Assessor Lloyd Hara to discuss the risks to the business related to technology, and the proposed strategy to eliminate those risks.

Assessor Hara briefly described the issues and importance of technology in the Assessor's Office. Assessor Hara asked John Wilson, King County Chief Deputy Assessor, to present more detail on the issues and proposed strategies for moving forward.

John discussed the business risks of the current Assessor's property tax system. The software is old, lacks flexibility, and does not meet requirements and mandates. The system limits the number of decimal places that can be used, and in some cases, levy rates need to be calculated by hand, increasing the possibility of errors.

John then discussed the benefits of a new system. A new system would be more efficient and would lower overhead costs. Levy rates could be accurately established and taxes calculated automatically. The new system can allow for real-time data collection in the field. Not only could a new system be more efficient and generate more revenue for the county, but it would be flexible to update, easy to integrate with ABT, Elections and Treasury systems.

John described the three options being considered: (1) purchase a commercial off-the-shelf product, (2) develop a product in-house, or (3) implement a hybrid solution by purchasing a product and configuring it for the county's needs. There is also an opportunity to work with other counties and explore options for joint efforts in developing a solution.

Executive Constantine opened the floor for discussion.

- Executive Constantine discussed the possibility for integration with other county systems, such as GIS. John agreed that such integration should be considered.
- Councilmember Gossett asked for clarification related to exploring the possibility of lowering costs for the new system and still providing needed functionality. John emphasized the need for a new system that can accurately calculate taxes based on levies by property, which can then be sent to Treasury for issuing a timely statement. A new system would cut down on time, be seamless, and increase accuracy.
- Judge Linde asked for more information on the cost sharing option with other Washington counties. Assessor Hara discussed his conversations with other county assessors that are going through similar issues with their property tax systems. Because of new legislation and the mandate for annual evaluations, many vendors have come to Washington seeking business. John added that if the counties work jointly with vendors, there may be enough leverage to potentially lower costs.
- Jason Weiss asked for clarification on annual support to maintain a new system. John responded that the current IT budget for the Assessor's Office is \$1.2M; the impact of a more efficient product is yet to be determined. The current COBOL system requires staff to create a special report each time data needs to be pulled from the system.
- Tarik Reyes asked if metrics are available detailing the lost revenue if improvements are not made to the current system. John replied that precise figures are not known, but the estimates are in the millions of dollars based on annual property tax revenues. Tarik

suggested including in the project business case the cost of lost revenue compared to the cost of implementation.

- Councilmember Lambert expressed concerns about the source of funding such a large project, especially when the county is dealing with budget shortfalls.
- Executive Constantine asked if there is any competing approach to assessing property, or if a property based system is the only way. Assessor Hara responded that a comprehensive property based system that can integrate with ABT, Elections, Permit Integration, and the State of Washington's Department of Revenue would be the best approach. The Assessor has had the opportunity to review vendor products and other approaches and initially feels like a commercial off-the-shelf product would be best for the county.
- Greg Dietzel asked how the county prioritizes projects and determines which projects to fund. David Martinez described the county's decision process. The SAC endorses strategies to be included in the Strategic Technology Plan. For each strategy, tactical initiatives are created by developing risk assessments, cost-benefit analyses, business cases, and funding justifications. The Executive reviews the materials and makes recommendations to the Council. The Council makes the final decision on which projects to fund with the approval of the budget. Councilmember Gossett added that the Council's decisions are often a compromise between the Council and the county agencies. Sometimes it depends on which project makes the best case for funding and sometimes there are additional determining factors.
- Stuart McKee supported the Assessor's initiative and advised including metrics in the project business case to better understand current operations and maintenance costs.
- Sherril Huff talked about the importance of the new system for Elections. Elections needs accurate information about school, fire, and other districts so that the correct voting information is sent out to appropriate voters.

Executive Constantine concluded the discussion and moved into the endorsement part of the topic. Councilmember Gossett proposed to defer any SAC decision until all presentations for Agenda Item 2 are complete. The Executive agreed with moving forward with the presentations.

## 2.2 Strategy for DJA/Superior Court Electronic Court Records Objectives

Executive Constantine introduced the second business issue concerning technology at King County Superior Court and the Department of Judicial Administration (DJA). DJA serves as the customer service office of the Superior Court and manages all records of Superior Court cases. DJA has court records dating back to the 1800s and currently receives more than 7,000 documents daily that must be maintained indefinitely.

Executive Constantine turned the meeting over to Superior Court Presiding Judge, Bruce Hilyer, to discuss the business problems related to the current electronic court records (ECR) system, and the proposed strategy to resolve the issues.

Judge Hilyer discussed the legacy *Core* ECR system and its essential role in facilitating DJA's ability to meet their legal mandate to keep the records of the King County Superior Court. King County is one of only two Superior Courts in the state to completely eliminate paper records and rely solely on an ERC system. Judge Hilyer introduced Teresa Bailey, Deputy Director for the Department of Judicial Administration, to discuss the issues further.

Teresa described issues with the ECR system. There is a high risk and cost associated with system downtime and/or failure. Downtime creates a severe business disruption for DJA, Superior Court, and all associated practitioners in Superior Court including prosecutors, public defenders, and the public. The system has run without issues for the first six years, but in the last few years, there have been three major downtime events.

A new system would advance operating efficiency and improve access to information. It would provide a reliable means to capture, store, safeguard, retain, and retrieve Superior Court electronic records. A new system could interface with other systems for reliable data exchange.

Development of a business case for system replacement was funded in 2008. The estimated cost to replace the legacy *Core* ECR system is approximately \$3.5 - \$4.9M for the expected ten-year lifecycle of the system.

Executive Constantine opened the floor for discussion.

- Tarik Reyes asked if anything had changed over the last few years to cause the three system failures, and if the cost of the downtime is known. Teresa discussed the increased requirements on the system, including e-filing and remote access capabilities. The repository of documents has also grown significantly, as well as the more frequent instances of simultaneous viewing of documents. Judge Hilyer added that the system lacks vendor support. The cost of downtime is unknown, but it is significant. Staff had to work overtime once the system was back up to input the backlog of files, plus there is a potential legal liability to the county if records are not available when needed by law enforcement and other justice agencies.
- Loretta Brown discussed business continuity aspects, including backup for the ECR system. Teresa replied that the records are not at risk because the system is backed up regularly, but with 16.5 million records, it takes time to restore in the event of a system failure.

SAC action was deferred until all Agenda Item 2 topics were presented.

### 2.3 Strategy for Countywide Online Forms

Executive Constantine discussed the business issue concerning online forms. In an effort to make government more user-friendly, transparent, and effective, King County is continuing to identify business areas, such as online forms, that can improve and benefit from technology. By reducing paper forms, the county can improve efficiency, reduce costs, and minimize environmental impact.

Executive Constantine introduced David Ryan, Director of Information Technology at the Prosecuting Attorney's Office (PAO), to walk through an example of how the business needs of their office can be met by using online forms to increase efficiencies.

David Ryan presented slides illustrating the current, manual processes at the PAO and the corresponding online forms solution.

Executive Constantine opened the floor for discussion.

- Greg Dietzel discussed the proposed online forms solution for the PAO in the context of a document management system. David Ryan talked about the county's efforts in implementing an electronic records management system.
- Loretta Brown advised that the online forms strategy needs to focus internally on government processes as well as on the external customers. David Martinez discussed the Strategic Technology Plan strategies and initiatives that already include both internal and external customer focus. Leesa Manion added that the PAO also has several projects in collaboration with outside agencies focusing on the front-end for customers to submit documents electronically.

SAC action was deferred until all Agenda Item 2 topics were presented.

### 2.4 Strategy for Countywide Open Data

Executive Constantine introduced the last topic: countywide open data. The county is considering moving forward with an open data initiative with the goal of improving governmental transparency and enabling innovation in the region. Executive Constantine introduced a few SAC members and county staff who volunteered to offer their advisory comments related to open data: Stuart McKee, Tarik Reyes, and Kelly Furner.

Stuart McKee spoke about open data and transparency being a hot issue. More data is not always better - some data that is already available on open data sites is obscure and unnecessary. Government has a responsibility to provide data and organize it in a way that citizens can benefit from. Technologies such as cloud computing are an interesting way to connect citizens to the data. Cloud computing is a natural evolution of technology that can connect the world with trusted data over a trusted network.



- Loretta Brown talked about the importance of starting with a good data collection system now. A good data collection system would provide a platform for further application development.
- Greg Dietzel discussed the importance of online forms and open data initiatives for all county agencies. The focus should be on both data and application strategies.

Tarik Reyes discussed the federal government's recent activities about open data. President Obama has called for a more transparent government. Federal agencies will be submitting their plan for open government in early April. Tarik advised that an open data policy needs to be clear, with a good communication plan, and the data needs to be relevant to the public. Tarik cautioned that with an open data plan, operational capacity could become stretched because resources will be focusing on transparency.

- Councilmember Lambert advised that the county's Government Accountability and Oversight Committee will be meeting on May 4, 2010. One of the topics scheduled for the committee is the county's open data strategy. The meeting will be broadcast on King County TV online at <http://www.kingcounty.gov/KCTV.aspx>. Councilmember Lambert invited the SAC members to watch and provide their feedback on the discussion.

Kelly Furner provided advice from the standpoint of the King County Sheriff's Office, which mainly focuses on security and data protection. The Sheriff is dedicated to an open government, but the type of information available to the public needs to be considered carefully. Certain information needs to be protected. Kelly advised to proceed carefully and determine what information is valuable, how it should be shared, and when.

- Councilmember Lambert suggested researching other cities (like Washington, DC) and evaluating their cost-benefit ratio for open data initiatives to provide more information to decision makers.

Executive Constantine concluded the presentation for this agenda topic and moved into the endorsement of the proposed strategies.

#### SAC Actions for Agenda Items 2.1 through 2.4

##### *Agenda Item 2.1*

SAC members unanimously endorsed the following:

- Property Based System (PBS) replacement identified as a priority for the county
- Joint Assessor/DES sponsorship established for effort
- Proceed with approach as discussed
- Include strategic objective for PBS replacement in the Strategic Technology Plan 2009-2012

### *Agenda Item 2.2*

SAC members unanimously endorsed the following:

- Core ECR replacement identified as priority for the county
- Proceed with approach as discussed
- Include strategic objective for DJA/Superior Court Core system replacement in the Strategic Technology Plan 2009-2012

### *Agenda Item 2.3*

SAC members discussed the following:

- Greg Dietzel suggested the initiative be integrated with objective 1.1.8 already identified in the Strategic Technology Plan. David Martinez clarified that this additional initiative would focus on compliance with the county online forms motion. Executive Constantine proposed bringing analysis to the next SAC meeting on whether or not to integrate online forms into an existing strategic objective, or to add as a new objective. SAC members agreed.
- Councilmember Lambert discussed postponing the date requirement of the online forms motion one to two years, as long as work continues in the direction for online forms solutions in the county.

SAC members unanimously endorsed the following:

- Proceed with approach as discussed
- Include strategic objective for online forms in the Strategic Technology Plan 2009-2012

### *Agenda Item 2.4*

SAC members discussed the following:

- Greg Dietzel suggested that the initiative should be integrated with objectives already identified in the Strategic Technology Plan. Executive Constantine proposed bringing an analysis to next the SAC meeting on whether or not to integrate open data into an existing strategic objective, or to add as a new objective. SAC members agreed.
- Judge Hilyer brought attention to the concerns discussed at previous SAC meetings regarding policy decisions. Different policies and standards, including policy direction for open data, may be needed in each agency to ensure adequate governance.

- Stuart McKee stressed the importance of expectations when developing policies and standards. Open data is not just about citizen's access but also government process. Common methodologies need to be leveraged among all county agencies.
- Councilmember Lambert discussed her attendance at the Open Gov West conference for open government and open data. Councilmember Lambert proposed developing standardized definitions for open data in county efforts. The definitions should be brought back to SAC.

SAC members unanimously endorsed the following:

- Proceed with approach as discussed
- Include strategic objective for open data in the Strategic Technology Plan 2009-2012

### **3. IT Reorganization – Executive Branch Phase I Report Out**

Due to time constraints, this agenda topic was postponed.

### **4. Other Business**

Executive Constantine asked Caroline Whalen, Director for the Department of Executive Services, for a brief report on the progress of the Accountable Business Transformation (ABT). Caroline reported that the implementation is going well and proceeding as planned. PeopleSoft Version 9.0 was launch on March 16. Councilmember Lambert recognized the launch as a major accomplishment for the county. Councilmember Lambert expressed her appreciation for the efforts of the ABT team and thanked everyone involved.

Executive Constantine thanked all attendees for their help and support of the county's IT governance and concluded the meeting.

With no further discussion or comments, the SAC meeting was adjourned at 12:30 p.m.

**NEXT MEETING: The meeting date and location will be announced at a later date.**

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### **Meeting Follow-Up Actions**

This section includes a list of follow-up items discussed at the April 2010 SAC meeting, and actions that will be taken to address them. As discussed at the meeting, the resolution of follow-up items will be provided to all members.

To better facilitate reporting to SAC on the status and completion of the actions, King County has created a webpage for posting actions and their resolution as they get completed. The link to the webpage is included below:

<http://www.kingcounty.gov/business/oirm/governance/strategicadvisorycouncil/meetings/2010-04-meeting/Follow-up%20Actions.aspx>

❖ **Agenda Item 1: Strategic Technology Plan 2009-2012: 2009 Scorecard**

	Meeting Follow-up	Action
1	Clearly describe meaning of items in the <i>Cause</i> of the scorecard (e.g. “organizational capacity”)  Greg Dietzel, Larry Gossett	<ul style="list-style-type: none"> <li>Develop definitions and provide to SAC in advance of the next meeting</li> <li>Address questions at the next meeting</li> </ul>
2	Include in the scorecard changes from the previous report to show prior period status and health versus current period  Greg Dietzel	<ul style="list-style-type: none"> <li>Contact Greg for more detail and better understand the request</li> <li>If feasible, revise the next version of the scorecard</li> </ul>
3	Identify actual projects associated with each objective  Leesa Manion, Kathy Lambert	<ul style="list-style-type: none"> <li>Show alignment with projects at the appropriate scorecard level in the next version of the scorecard</li> </ul>
4	Show project’s initially planned timeline with the current planned timeline  Kathy Lambert	<ul style="list-style-type: none"> <li>Develop report and provide to members</li> <li>Provide an updated report at each meeting</li> </ul>
5	Access to Project Review Board (PRB) records  Kathy Lambert	<ul style="list-style-type: none"> <li>Email PRB link to internal SAC members (PRB is an internal county Web page)</li> </ul>

❖ **Agenda Item 2.1: Strategy for Assessor’s CAMA/Property Tax Objectives**

	Requested Follow-up	Action
6	For Business Case: articulate metrics, such as current O&M costs, environmental impacts, and other  Stuart McKee	<ul style="list-style-type: none"> <li>Review Business Case when completed to validate that all elements are captured</li> <li>Provide validation outcome to SAC</li> </ul>

❖ **Agenda Item 2.2: Strategy for DJA/Superior Court Electronic Court Records Objectives**

	Requested Follow-Up	Action
7	Identify costs associated with instances of failure to justify investment  Tarik Reyes	<ul style="list-style-type: none"> <li>Validate that costs associated with failures are addressed in the justification process</li> <li>Provide validation outcome to SAC</li> </ul>

❖ **Agenda Item 2.3: Strategy for Countywide Online Forms**

	<b>Requested Follow-Up</b>	<b>Action</b>
8	<p>Bring analysis to next meeting on whether to integrate strategic objective for online forms with current objectives in Strategic Technology Plan 2009-2012, or add as a new objective</p> <p>Dow Constantine</p>	<ul style="list-style-type: none"> <li>Analyze and report at the next meeting</li> </ul>

❖ **Agenda Item 2.4: Strategy for Countywide Open Data**

	<b>Requested Follow-Up</b>	<b>Action</b>
9	<p>Bring analysis to next SAC meeting on whether to integrate strategic objective for open data with current objectives in Strategic Technology Plan 2009-2012, or add as a new objective</p> <p>Dow Constantine</p>	<ul style="list-style-type: none"> <li>Analyze and report at the next meeting</li> </ul>
10	<p>Look at other cities (like Washington, DC) and their cost-benefit for open data initiatives</p> <p>Kathy Lambert</p>	<ul style="list-style-type: none"> <li>Contact Stuart and Tarik to help with this effort</li> <li>Provide review outcomes to SAC</li> </ul>
11	<p>Look at work from the West Coast Gov 2.0 conference regarding standards and definitions for open data and use in county efforts</p> <p>Kathy Lambert</p>	<ul style="list-style-type: none"> <li>Collect/align definitions and provide to SAC in advance of the next meeting</li> <li>Address questions at the next meeting</li> </ul>